



FILL THE GAP ANNUAL REPORT 2021



Court Services Division
Administrative Office of the Courts
Arizona Supreme Court

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ARIZONA SUPREME COURT FILL THE GAP

ANNUAL REPORT 2021

CRIMINAL CASE MANAGEMENT REENGINEERING

Introduction

Pursuant to A.R.S. § 12-102.01 (D), the Supreme Court reports annually “to the governor, the legislature, each county board of supervisors, the joint legislative budget committee and the Arizona Criminal Justice Commission on the progress of criminal case processing projects and the enforcement of court orders, including the collection of court ordered fees, fines, penalties, assessments, sanctions and forfeitures.” Arizona Revised Statutes § 12-102.02 (D) also requires the Supreme Court to report annually on the expenditure of fund monies for the prior fiscal year and the progress made in improving criminal case processing.

Historically, federal, state, and local governments made substantial investments in placing more police officers on the street and building more prisons. These efforts sought to increase public safety, but also created a backlog in the rest of the criminal justice system. In essence, funding targeted the front and back ends of the criminal justice system, creating a “gap” in the middle. Funding for those entities in the “gap” did not keep pace. The Fill the Gap initiative was intended to address this problem. The funding that resulted from this initiative continues to aid in the progress of accomplishing several improvements in criminal case processing throughout Arizona.

Case Processing Standards

Rule 8.2 of the Arizona Rules of Criminal Procedure establishes timelines for processing criminal cases as follows: 1) for in-custody defendants, the time to disposition is within 150 days from the date of arraignment; 2) for out-of-custody defendants, the time to disposition is within 180 days from the date of arraignment; 3) if the case is categorized as complex, the time to disposition is within 270 days from arraignment; and 4) for defendants charged with first degree murder in which the state has filed an intent to seek the death penalty, the time to disposition is within 24 months from the notice date. Rules of criminal procedure specifically address the protection of defendants’ rights in individual cases.

The National Center for State Courts (NCSC) published the *Model Time Standards for State Trial Courts* in 2011. The Arizona Judicial Branch established the Steering Committee on Arizona Case Processing Standards through Administrative Order 2012-80. This committee was charged with “reviewing the national time standards for processing all major case types in limited and general jurisdiction courts and developing and recommending state case processing time standards for Arizona.” This committee has recommended, and the Supreme Court has adopted, case processing time standards for 22 case types, including felony cases,

DUI cases, and other non-DUI misdemeanor cases, as well as juvenile delinquency and status offenses.

Funding Sources

Arizona Revised Statutes § 41-2421, enacted in 1999, created three main funding sources for Fill the Gap efforts: a state general fund appropriation; a seven percent (7%) Fill the Gap surcharge; and a five percent (5%) set-aside of funds retained by local courts when revenues exceed the 1998 benchmark. It should be noted that counties with populations exceeding 500,000 (Maricopa and Pima) were not eligible for general fund appropriations since fiscal year 2005 as directed by legislation. The general fund appropriation was later eliminated altogether in fiscal year 2009 as directed by legislation. The 7% surcharge earmarked for the courts is deposited in the State Aid to the Courts Fund and administered by the Administrative Office of the Courts (AOC) pursuant to A.R.S. § 12-102.02. The 5% set-aside funds are collected by the courts, kept locally, and approved by the Supreme Court for local court use.

In addition to the general fund appropriation being eliminated in fiscal year 2009, over half a million dollars have been swept from this fund to assist with state budget deficits between fiscal years 2009 and 2017. Maintaining staffing and adequate resource levels continues to be a struggle for many courts due to lack of funding at all levels, making initiatives for improvement difficult to achieve.

County Project Overview

As defined by statute, the purpose of the State Aid to the Courts Fund is to provide state aid to the superior court, including the clerk of the superior court, and the justice courts in each county for the processing of criminal cases.

Within each county, the presiding judge of the superior court, the clerk of the court and the presiding justice of the peace must develop a plan in coordination with the chairperson of the county board of supervisors or their designee which is submitted to the AOC. The proposed plan details how the funds will be used, how the plan will assist the county in improving criminal case processing, and specifically how each court entity will use the funds.

Counties may apply to use the funds for any purpose that improves criminal case processing. Solutions in each county are different due to varying factors such as funding, caseload size, staffing, geography, and interaction with local criminal justice agencies. Considering funding sweeps, some of the less populous counties have previously chosen to allow funds to build over time until a balance of funds was sufficient to implement meaningful projects. The following describes how counties used Fill the Gap funds in fiscal year 2021.

Apache County

Fill the Gap funds have assisted the limited jurisdiction courts with transitioning to the case management system, with the assistance of the newly hired Field Trainer, as this position became familiar with current updates to the system in order to assist the courts.

The Superior Court in Apache County continues to improve court processes with greater use of technology. Improvements to the audio/video system in the courtroom continue, including a new sound system and updated video equipment. eFiling has been made available in all case types, making it easier for the judges to review cases during hearings with eBench. ZOOM conferencing services will continue to be utilized as an alternative for in-person court hearings.

Funding aided with network connection fees for computers, which are an essential tool for clerks and judges, and were utilized for electronic document management, access to online judicial resources, and electronic calendar management for criminal cases. With these tools, hearings can be scheduled from the bench, thereby reducing continuances.

APACHE COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	271

Cochise County

Fill the Gap funded four positions in Superior Court: two court security officers, a pre-sentence report writer, and a court services coordinator. The court security officers are an essential component to the security and safety of the judicial system as they assume responsibilities for the daily operations of the facilities in addition to serving as bailiffs in the criminal divisions. As a vital element to the judicial process, the pre-sentence report writer produced 118 reports to the court for misdemeanor and felony cases. The court services coordinator is the mental health liaison for the Superior Court for Rule 11 and Restoration to Competency matters. In this role, the coordinator schedules appointments with mental health providers and the Arizona State Hospital. In addition, the coordinator prepared and sent required court orders to the appropriate parties.

COCHISE COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	128

Coconino County

Coconino County continues to use Fill the Gap funds to provide partial funding for its Recovery Court Program. This program has been successful in expediting felony case processing and reducing the recidivism rate. Fill the Gap monies partially fund the Recovery Court's judge, coordinator, surveillance officers, and administrative support staff. Additionally, they fund training and travel, as well as other operational expenses such as treatment, urinalysis testing, and program incentives. In fiscal year 2021, Recovery Court had 36 new participants. In the fiscal year, after attending a national training on drug court standards, the program increased the phases, adding 3 months to allow more time for participants to practice using tools with less supervision, while still being monitored. A

treatment component which provides a minimum of 202 hours of outpatient group and individual counseling continue to be an additional part of the Recovery Court. On average, 64% of the Recovery Court participants were employed or in school, with 91% of the graduates employed. Any alcohol and drug use was monitored through various modalities to deter use.

Page and Fredonia Justice Courts

Fill the Gap funding aided with the Page/Fredonia DUI/Drug Court. This voluntary four-phase, twelve-month court-supervised substance abuse treatment program allowed citizens of Page and Fredonia to reside close to their communities and support systems which contributes to their success. A drug team meeting which consists of a judge, representatives from both the County Attorney and Public Defender's Offices, a healthcare provider, and a representative from the probation department, is held prior to the defendant appearing for drug court. Three new participants began the program and three participants graduated in fiscal year 2021.

Williams Justice Court

Funding from Fill the Gap helped the Williams Justice Court to continue to support the implementation of the Electronic Document Management System (EDMS). Funding of hardware assisted the court in streamlining and expediting the flow of cases, increasing efficiencies in criminal case processing, in addition to improving time management for these cases. Staff purged 5,674 cases in fiscal year 2021.

COCONINO COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	176

Gila County

Utilizing funds provided by Fill the Gap, Gila County's local scanning program has entered its seventh year. This project allows all limited jurisdiction courts in the county to have scanning equipment. The goal of the program is to introduce or enhance the scanning processes to limited jurisdiction courts in anticipation of the transition to the limited jurisdiction case management system. The improvement to business practices has facilitated criminal case processing by streamlining case management. Courts also report that digitization has reduced the time spent producing documents for requests from the public or agencies in addition to simplifying document retrieval. Results of surveys submitted to courts indicated greater preparation for the move to a document-imaging case management system.

GILA COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	320

Graham County

The Superior Court in Graham County, through Fill the Gap funds, continues to support the costs of a pre-trial services officer. The pre-trial services officer provides supervision to include compliance monitoring, reporting, and hearing notification services for pre-

adjudicated adult criminal defendants. The pre-trial services officer performed assessments with the PSA Court Tool, assisting in release decisions and allowing courts to place individuals on pre-trial services supervision much earlier at initial arraignments.

Fill the Gap funds were also used to cover support and maintenance costs of computer equipment.

GRAHAM COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	142

La Paz County

The Superior Court in La Paz County continues to use Fill the Gap funds for staff positions which aid in improving and expediting criminal case processing. These funds provide approximately half of the salary and employment costs of a court liaison, judicial IT network administrator, and a pre-sentence investigative probation officer.

Court Liaison: Tracked criminal changes of plea and sentencings, allowing the probation department to process pre-sentence reports with sentencing recommendations to the court.

Judicial IT Network Administrator: The network administrator provides the technical support necessary to ensure expedient case adjudication. The Superior Court completed the migration to the Administrative Office of the Courts' hosted digital document repository. Each court continues to add improvements to their audio-visual systems to assist with challenges brought by the COVID 19 pandemic.

Pre-Sentence Investigator: The pre-sentence investigative probation officer prepares timely reports, minimizing criminal case processing and time to disposition. The La Paz County Adult Probation Department investigated and completed 144 pre-sentence reports in fiscal year 2021. The filing of these reports occurred within the statutory time limit 100% of the time. The department adhered to the local court standards to maintain the three-week duration from change of plea to judgment and sentence.

Fill the Gap funds were also used for support and maintenance costs for the court's computer equipment.

LA PAZ COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	468

Maricopa County

Maricopa County uses Fill the Gap funds to support various personnel who aid in the maintenance of existing criminal case processing:

- The Superior Court received funding for 25 positions: 3 commissioners, 8 bailiffs, 3 judicial assistants, 10 judicial clerks, and 1 judicial clerk supervisor.
- The Clerk's Office received funding for 34 positions: 18 courtroom clerks, 2 courtroom services supervisors, and 14 justice system clerks.

These positions performed mandated functions directly related to criminal case processing, covering various criminal calendars, recording court proceedings, transcribing notes, and recording and security exhibits. Document management and clerical support positions provided staff resources for case filing, docketing, scanning, and related document management processes of criminal felony cases.

MARICOPA COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	222

Mohave County

Mohave County utilized Fill the Gap funds for personnel to aid in improving and expediting criminal case processing. These monies funded one court commissioner and one judicial assistant in full, as well as 25% of salary and ERE expenses for a court security officer.

- Court Commissioner: The commissioner handles weekly grand jury returns and assists with other case assignments where needed. In fiscal year 2021, the commissioner was assigned 359 cases, was responsible for taking 1,173 grand jury returns and had a clearance rate of 103%.
- Judicial Assistant: In order to expediate case processing, the judicial assistant provided administrative and secretarial support to the court commissioner in handling the daily operation of processing and managing criminal caseloads.

The use of For the Record (FTR) and investigation into transcript preparation by certified agencies enabled the court to meet the court reporting needs during fiscal year 2021. The continued use of a 4th criminal division is anticipated to continue to work towards the goal of meeting or exceeding the case disposition rates.

MOHAVE COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	134

Navajo County

Navajo County utilized Fill the Gap funds for various positions and services to assist in criminal case processing:

- Superior Court: case flow manager and a field trainer.

The case flow manager and field trainer provided essential case management reports and training.

- Justice Courts: deputy court administrator.

The Deputy Court Administrator provided additional case management reports and training, in addition to general supervision of criminal case processing efforts.

Fill the Gap funds were also used for support and maintenance costs of computer equipment in the Superior Court. Funds were also used for general training and travel-related costs.

NAVAJO COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	143

Pima County

Pima County continues to improve criminal case processing with workflow management and the expanded use of technology. To assist in these efforts, Fill the Gap funds were used for various positions and services:

- The Superior Court: judges pro tempore, 2 pretrial case analysts, 1 judicial administrative assistant, and 1 probation officer.
- The Clerk of Superior Court: 1 unit supervisor, 1 support specialist, 1 programmer, and 1 support clerk.
- Various Pima County Justice Courts:
 - Pima County Consolidated Justice Courts: 1 adult probation officer, 1 court call center litigation support person, 1 Spanish interpreter, and 1 judicial security officer.
 - Ajo Justice Court: 1 field trainer.

Pima County has developed and improved the following programs to enhance criminal case processing:

- The Pro Tempore Division of Superior Court staffed one judge pro tempore, adjudicated and disposed 366 criminal cases (11.7% of the criminal bench workload), and adjudicated and disposed 527 felony cases (12% of the criminal bench workload) in fiscal year 2021.
- The Pretrial Services Intake Unit of Superior Court operates 24 hours per day, seven days per week. The unit's four analysts are responsible for screening all detainees, conducting background investigations, and preparing pre-trial release reports. In fiscal year 2021, 99.5% of felony arrestees were screened.
- The Assessment Center of the Adult Probation Department produced an average of 99 pre-sentence reports per officer in fiscal year 2021.
- The Clerk of the Superior Court continued to utilize a case document processing center that organizes the distribution of minute entries, pre-sentence reports, and the imaging and storage of criminal case and other hard copy documents. The Document Processing/Imaging Center processes criminal court documents within 3-4 hours of receipt and minute entries are distributed, docketed, and scanned on the day they are received. In fiscal year 2021, 32,623 criminal documents were processed and distributed. The non-attorney receipt of documents, minute entries, and notices continues to grow in relationship to the Center's ability to process them, with 38,438 documents distributed to non-attorney parties in fiscal year 2021.

- Pima County Superior Court provides two full-time probation officers to Pima County Consolidated Justice Court to conduct pre-sentence investigations, prepare pre-sentence reports, ensure defendant compliance with conditions of probation, and prepare petitions to revoke probation and issue arrest warrants when required. These officers are responsible for supervising defendants convicted of DUI, extreme DUI, and domestic violence charges. During fiscal year 2021, these officers supervised 124 cases.
- The Pima County Consolidated Justice Court continued the funding of a full-time Spanish language interpreter. In fiscal year 2021, the interpreter provided Spanish interpretation in 958 court events and 274 document translations. This position was also responsible for obtaining and coordinating American Sign Language (ASL) and interpreting services required by the court for languages other than Spanish.
- The Pima County Consolidated Justice Court is the primary court of jurisdiction for domestic violence cases in Pima County, as well as the venue for numerous criminal matters and preliminary hearings. Fill the Gap funding allowed the court to staff a dedicated security officer to the courtrooms for domestic violence, DUI, and those cases with greater potential for security incidents. During fiscal year 2021, the dedicated security officer responded to 634 requests, including escorts and officer presence. The officer also detained 5 individuals, responded to 2 separate medical emergencies, and checked in 97 firearms. In addition, due to COVID-19, security personnel were involved in ensuring compliance with safety protocols (masks, temperature checks, etc.). This position minimized disruptions to court calendars, thus avoiding delays in case processing.
- Court Call Center Litigation Support: Pima County Consolidated Justice Court, using Fill the Gap funds, was able to maintain prompt responses to call volume. Call center staff provided, among other things, information to defendants regarding scheduled appearance times and information on necessary documents, thus saving valuable time in the courtroom and reducing delays of criminal cases. The Court Call Center reported an abandonment rate of approximately 28.57% with an average wait time of 10 minutes and an average of 677 inbound calls per day in fiscal year 2021.
- The field trainer provided ongoing standardized training for all courts within the county. The field trainer continues to devote time to training staff with ongoing computer enhancements, while also assisting with data clean up, ensuring cases are entered into the case management system more quickly and accurately.
- In the Green Valley Justice Court, Fill the Gap funding supported:
 - Centralized Bail Bond Acceptance Program, which allows the Clerk of Superior Court in Pima County to collect appearance bonds (bail bonds) on behalf of the courts in Pima County.
 - Twice-a-Day Initial Appearance (2XIA) Court, which saw 120 2XIA initial appearances in fiscal year 2021.

- In the Ajo Justice Court, funding provided support and maintenance for computer equipment and the case management system.

PIMA COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	261

Pinal County

Pinal County used Fill the Gap funds for various personnel and operating expenses to aid in improving criminal case processing as the population continues to grow:

- Superior Court: 2 full-time judges, 1 judicial assistant, and 1 bailiff.

The Early Disposition Court continues its mission of quickly disposing cases that are identified as involving non-complex resolutions, which supports increased case filings, increases case termination, and reduces time to disposition.

Fill the Gap funds were also used to pay support and maintenance costs for five computer stations within the Superior Court. These computers are used to track and maintain case files in the case management system.

PINAL COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	184

Santa Cruz County

Fill the Gap funding was used to support the salary of a part-time deputy clerk, a part-time employee in the clerk's office, the purchase of equipment utilized to assist in criminal trials, interpreter-related costs, and pretrial monitoring services in Santa Cruz County.

The part-time deputy clerk funded by Fill the Gap processed over 60 files per day. This position assists with criminal matters in three Superior Court divisions, as well as with visiting judges assigned to Santa Cruz County on a weekly basis. The deputy clerk reviewed criminal case files for efficiency of processing. In addition, this position scanned all criminal files to the digital document management system, conducted research for the public and various local, state, and federal agencies. This staff member also served as a backup to other staff who manage criminal files, thereby facilitating criminal case processing.

The part-time employee in the clerk's office helped with the management and processing of criminal cases by having access to a more modern version of the criminal trial software. This improved the video calendar system which assists criminal defendants with next steps in the process.

Santa Cruz County utilized Fill the Gap funds to purchase equipment to assist in criminal trials, specifically replacing analog cameras with digital cameras providing improved surveillance of the building, a modern network video recorder, a more robust telephone switch system, and equipment to better position staff for working remotely.

Funds were also used for continuing a pretrial monitoring service. In fiscal year 2021, the appearance rate of people under pre-trial supervision was 96%; the percentage of defendants who did not receive additional charges during monitoring was 91%; the percentage of defendants who did not have a warrant issued for their arrest during monitoring was 91%; and the number of public safety assessments completed on weekends and holidays was 80.

SANTA CRUZ COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	162

Yavapai County

The Superior Court in Yavapai County continues to use Fill the Gap funds to supplement the personnel costs of judges pro tempore and an IT program manager.

Fill the Gap funds allow the Superior Court to function at full capacity in both judge pro tempore divisions. Funding assisted with operating expenses related to training programs for the court's leadership to address the effective management of criminal cases.

The Judge Pro Tempore A handled 50% of the criminal cases resulting from offenses committed in the Prescott Judicial District, including writs of habeas corpus, restoration of rights, and designation of offenses and further action by appellate court mandate on cases sentenced by other judges. In addition, judge pro tempore A served as back-up for all Swift and Fair Enforcement (S.A.F.E.) cases, initial appearances, extraditions including habeas corpus proceedings, and review hearings for out-of-state criminal subpoenas for Yavapai County. The Judge Pro Tempore B covered 100% of civil cases including injunctions filed in the Verde Valley Judicial District, 70% of domestic relations cases & related protective orders (excluding IV-D cases), 100% of probate cases, and all forcible entry and detainers and request for waiver or deferral of fees for probate and civil cases filed in the Verde Valley Judicial District. This judge pro tempore position allows other judicial officers to focus their time on processing criminal cases.

In addition, funding was provided for the IT Program Manager. This position provides invaluable assistance by supporting, managing, coordinating, and implementing technology projects. Projects included: coordinating audiovisual renovation; support users of the case management system assisting with upgrades and troubleshooting issues; support and collect data for the statewide solution for fingerprint scanners, ensuring ten prints are on file. Many ongoing projects were also funded, including: research and implementation efforts for courthouse security, maintaining the court website, working with backup of county's local data to include electronic recordkeeping files, and assisting with the technology needs in all three main facilities: Prescott Courthouse, Camp Verde Courthouse and the Juvenile Justice Center; managing the installation of devices for video conferences; assisting the Bagdad Justice Court with new technology; and assisting with the desktop computer refresh project in various courts.

YAVAPAI COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	119

Yuma County

The focus in Yuma County remains on collecting and analyzing criminal case data to aid in expediting and improving the management of criminal case processing. Fill the Gap funds continue to support various personnel whose primary responsibilities support this mission:

- Superior Court: superior court judge and caseflow manager.
- Clerk of Court: courtroom clerk and data integrity specialist.

Yuma County continues to perform substantial ongoing case cleanup and identification of certain areas to improve compliance with time standards. Yuma County achieved a case clearance rate of 125% for fiscal year 2021.

YUMA COUNTY - FISCAL YEAR 2021	
Average (mean) number of days required to adjudicate all criminal felony cases	104

Collections Efforts

The Fines/Fees and Restitution Enforcement (FARE) Program is a successful statewide initiative of the Arizona Judicial Branch developed in 2003 to assist local courts with enhancing the enforcement of monetary court orders. The program is a public/private partnership between the Administrative Office of the Courts, a private collections vendor, local courts, the Arizona Motor Vehicle Division, and the Arizona Department of Revenue.

Collection services performed by the vendor include reminder and collection notices, electronic skip tracing, interactive voice response line (IVR), web-based payments, collection calls performed by multiple subcontracted vendors and referrals to the Motor Vehicle Division's Traffic Ticket Enforcement Assistance Program (TTEAP). The TTEAP enforcement tool prevents defendants with outstanding court obligations from re-registering their vehicle(s) until all court financial obligations are satisfied.

The FARE Program resulted in the recovery of \$71.7 million dollars in fiscal year 2021, which was the result of \$51.9 million dollars collected via vendor services and \$19.7 million in state tax refund interceptions. Other notable achievements include: \$34 million dollars accepted via the payment website and IVR line, 371,582 new case submissions, 81,169 vehicle registration holds and 63,980 registration releases.

The Online Citation Program (OLCP) provides litigants access to pay pre- and post-disposition cases online using the FARE payment portal located at www.azcourtpay.com. Courts in which OLCP has been implemented, and which utilized the statewide case management system will receive this service. There were 100,433 OLCP payments totaling \$12,716,195 in fiscal year 2021. To date, 134 courts are using OLCP, and 285,641 payments have been processed, resulting in \$33,68,062 received on the payment portal.

A FARE Compliance Assistance Program (CAP) is being incorporated into the FARE program. FARE CAP provides an opportunity to re-engage with individuals, discuss

eligibility and other payment arrangements after a \$150 initial payment. To date, there are 26 courts using FARE CAP and the program has collected a total of \$8,765,194.

In March 2020, the FARE Program launched the Offsite Cash Program (OCP) which allows customers to make cash payments on court financial obligations in a secure and convenient manner without visiting the court. The PayNearMe® service is available for eligible individuals to make cash payments at retailers including 7-11®, CVS®, and Family Dollar®. There are hundreds of participating stores in Arizona and over 25,000 locations nationwide. Since implementation, there have been 4,279 payments, totaling \$601,383, with an average payment amount of \$140.

Conclusion

Participating local courts and the AOC administer and enhance programs that aid courts with implementing long term solutions to improve criminal case processing and the enforcement of court orders. In fiscal year 2021, Fill the Gap funding provided critical resources to advance technology and streamline case processing.

Collecting and analyzing criminal case data has proven to be effective with early case management and to expedite workflow. Technology has been a key to improving the courts' access to more user-friendly data for all aspects of criminal case processing, including early case dispositions. The forgoing work by the Arizona Courts reflects a concerted effort to achieve swift, fair justice through Arizona's justice system.

Timely criminal case disposition is critical to public safety, protection of victims' rights, restitution collection and addressing systemic issues such as jail overcrowding. Fill the Gap funds assist the courts and justice agencies with delivering best practices in these critical areas.